



Health Services
LOS ANGELES COUNTY

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313 N. Figueroa Street, Suite 912
Los Angeles, CA 90012

Tel: (213) 240-8101
Fax: (213) 481-0503

www.dhs.lacounty.gov

To ensure access to high-quality, patient-centered, cost-effective health care to Los Angeles County residents through direct services at DHS facilities and through collaboration with community and university partners.



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April 13, 2012

TO: Each Supervisor

FROM: Mitchell H. Katz, M.D.
Director

SUBJECT: **BRIEF UPDATE ON DHS TRANSFORMATION**

I would like to share with you some recent successes in the ongoing transformation of the Department of Health Services (DHS).

This week, both Harbor-UCLA Medical Center and Los Angeles County USC Medical Center received notification that they had received a "Baby Friendly" designation by a U.S. accrediting agency sponsored by the World Health Organization (WHO) and the United Nations Children's Fund (UNICEF). Joining Olive View-UCLA Medical Center, which received the designation in 2011, all three DHS hospitals providing obstetric services now are recognized as being "Baby Friendly" based on their adherence to the "*10 Steps of Successful Breastfeeding*". Numerous studies have demonstrated the positive health benefits of breastfeeding, for both the mother and infant; DHS is proud to support new mothers who choose this option for nourishing their new baby.

Second, as evidence of our ongoing effort to expand services within our existing resources and increase opportunities for staff to engage with patients, we have asked all administrators to dedicate at least one half-day per week to direct patient care or clinical support services (e.g., answering incoming patient phone calls, staffing the appointment desk). Through decreasing administrative tasks and reorganizing workflow, we have seen substantial rewards both in terms of the concrete services provided and the overall cultural change these activities bring about. As two examples of the scale of this achievement:

- In the Ambulatory Care Network (ACN), over 70 primary care sessions per week have been added as a result of providers' administrative time being reassigned to patient care – this equals approximately 45,000 patient visits per year.
- Nursing management in each acute care hospital provides meal/rest break coverage and other patient-related responsibilities; to date nurse managers have performed over 5,000 hours of patient care activities, reducing our reliance on registry and overtime.

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Finally, we recently submitted our semi-annual report on progress toward achieving milestones for the Delivery System Reform Incentive Pool (DSRIP), a component of our Section 1115 Medicaid Waiver that incentivizes investments in ambulatory care infrastructure, data collection tools and processes, and patient safety in our acute care hospitals. Thanks to the work of our DHS staff in both inpatient and outpatient settings system-wide, we will soon receive over \$160 million in incentive funding and are on track to receive 100% of the maximum funding, an additional ~\$60 million, by the end of the year. These funds are a critical component of DHS' operating budget. We will continue to work to achieve 100% of all available DSRIP funding for the remaining three years of the Waiver.

I recognize that none of this would be possible without your support and that of the Chief Executive Office. If you or your staff has any questions or suggestions, please contact me at (213) 240-8101.

MHK:jp

c: Chief Executive Office
County Counsel
Executive Office, Board of Supervisors